



COMDTINST 16010.12

COMMANDANT INSTRUCTION 16010.12

AUG 10 1994

Subj: THE COMMANDANT'S DIRECTION

1. **PURPOSE.** My vision for our organization is a bold one. The Commandant's Direction captures that vision with a corresponding set of strategic goals and objectives that will serve to guide the Coast Guard toward my vision. The core attributes, based on the core missions of the organization, serve as the cornerstone of the Commandant's Direction. I have aligned my direction with the Department of Transportation Strategic Plan.
2. **ACTION.** Area and district commanders, commanders of maintenance and logistics commands, commanding officers of headquarters units, Commander, CG Activities Europe, Commander, Coast Guard Activities Far East and chiefs of offices, and special staff divisions in Headquarters shall ensure wide distribution of this Instruction and encourage discussion about its contents.
3. **DIRECTIVE AFFECTED.** COMDTINST 16000.21 is cancelled.
4. **DISCUSSION.** I expect the Commandant's Direction to serve the Coast Guard by:
 - a. ensuring deployment of the corporate vision throughout the organization,
 - b. providing a platform to facilitate the transitions between Commandants,

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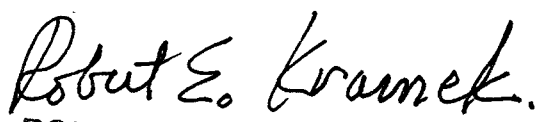
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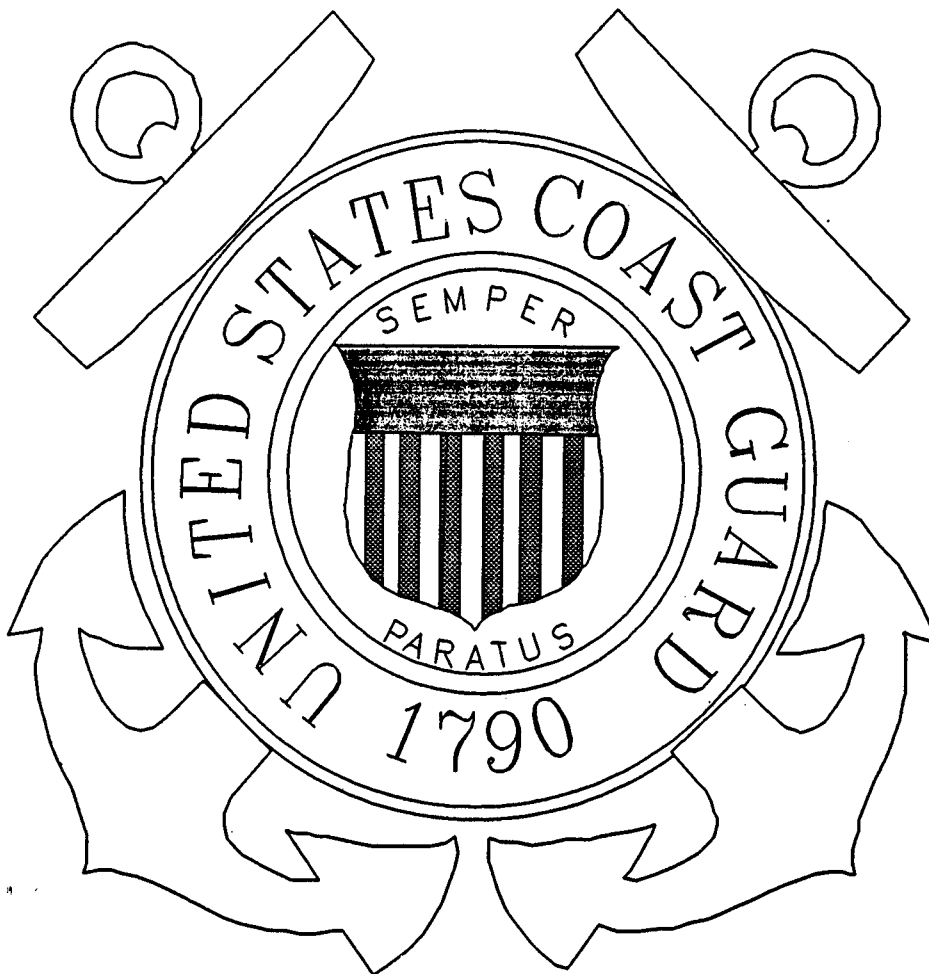
- c. facilitating planning and strategic thinking at all levels within the Coast Guard,
- d. linking Coast Guard planning with Department of Transportation Planning,
- e. translating the Administration's initiatives to Coast Guard missions,
- f. providing corporate goals and objectives to program directors and program managers for developing Program Descriptions, Directions and Business Plans [depicted in enclosure (1) on the flow chart diagram of the Coast Guard planning system],
- g. feeding the planning system in support of resource management and complete the top down communication link necessary to meet bottom up requirements, and
- h. establishing the basis for developing an Executive Business Plan for measuring and evaluating Coast Guard accomplishments versus program accomplishments.

The goals and objectives contained in the Commandant's Direction are the foundation of my Executive Business Plan for the next four years. I will employ the Executive Business Plan to monitor progress toward achieving results based on the goals and objectives. This Executive Business Plan will serve as senior management's measurement and evaluation system to support corporate level decision-making and assist senior management in leading and managing based on measured results. Flag Conference forums will provide annual opportunities for further development, review, and discussion of the Executive Business Plan.


ROBERT E. Kramek

Encl: (1) The Commandant's Direction

COMMANDANT'S



DIRECTION

**THE COMMANDANT'S DIRECTION
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INTRODUCTION TO THE COMMANDANT'S DIRECTION

PREFACE.

It is my privilege to serve the American public as the Commandant of the United States Coast Guard. It is also my privilege to lead you, the men and women that make up this quality organization, to a higher level of public service during a time of great opportunities and challenges. The current Administration has created an environment of change in our nation and government, encouraging us to look within and improve our performance and service to the public. At the same time, we can expect a severely constrained budget environment in the coming years as the President strives to meet his goals of deficit reduction and making government more responsive to all Americans. For this reason, I want to clearly convey to you, my priorities from the start. I have structured my "direction" to meet the needs of all customers--from each individual Coast Guard employee and volunteer; to the Secretary of Transportation; and to the American public. I want you to use the "Commandant's Direction" in your planning and the day to day management of your activities.

DISCUSSION.

This "Introduction" contains the essence of my "direction" for the future.

THE U. S. COAST GUARD

I envision the Coast Guard as the world's leading maritime humanitarian and safety service. I view us as a strong contributor to our national security through all of our missions especially maritime law enforcement and our role and responsibilities as one of the five armed forces of the United States. We are a professional organization whose personnel are proud of their traditions as lifesavers, guardians of the sea and military service. We will be an organization that epitomizes total quality management. We will gain recognition as the employer of choice for a diverse workforce which streamlines its infrastructure and reduces administrative costs, along with the rest of the Federal government while maintaining essential services to the public, especially those that relate to safety. Diversity is critical. Coast Guard management at the highest levels will embrace diversity. People First Programs will remain a high priority providing our workforce with the tools and environment they need to succeed. Leadership will be in the forefront of day to day operations for all personnel. We will manage our public service programs to return significant benefits for every tax dollar invested. We will not reduce our level of service to the public!

THE DEPARTMENT OF TRANSPORTATION

We have established strong Departmental partnerships which will enable us to contribute to an efficient, effective, safe, and integrated transportation network. We will align our daily efforts to DOT's Strategic Plan. I envision a nationwide waterway and port management system in synergy with other transportation systems. We will position ourselves as the world leader in marine environmental protection. We will expand the Coast Guard's role to enhance the marine transportation system infrastructure and provide a more comprehensive, coordinated safety network focusing on new technologies, human error prevention, navigation improvements, hazardous materials transport, and information systems.

THE AMERICAN PUBLIC

I see the Coast Guard contributing significantly to the National economy because marine transportation remains the primary method of trade movement. We will continue to foster development of international measures, standards, and practices, in both commercial vessel safety and marine environmental protection. Through these initiatives, we will contribute to reducing the costs of marine transportation, stimulate economic growth and create jobs by promoting safe, secure and competitive transportation systems. We will redirect our research and development efforts to further mission productivity. We will align our capabilities to be consistent with the "new world order" while preserving our multi-mission capabilities, and meeting national security responsibilities. We will remain a valued member of the Armed Forces and maintain readiness to participate in Joint Operations.

CONCLUSION

I am excited about the opportunities ahead of us and energized by the challenges we face. I have nothing but extreme confidence about the future of this organization as we approach the 21st century together. The U. S. Coast Guard has always relied upon its most important asset, its people, to serve the American public and fulfill its tradition of quality service. I, too, am relying on you to continue that tradition.

COMMANDANT'S VISION STATEMENT

Be professionals and remain proud of our
reputation as Lifesavers and Guardians of the Sea.

Be a military organization and a valued member both
of the Department of Transportation and Armed Forces.

Be the world's premier maritime service.

Be leaders in our day to day lives and
performance of duties.

Be committed to Diversity and support for all of our
People.

Be committed to our values of Honor, Respect and
Devotion to Duty.

Above all, live our motto - Semper Paratus - In all
we do.

COAST GUARD CORE ATTRIBUTES

These core Coast Guard attributes are key, fundamental traits of our organization. They form the foundation upon which we currently operate and define our distinctive character which we will carry into the future.

EXCELLENCE - WE are *committed to quality and excellence* in everything we do and recognize the effects of our decisions on people and resources. Quality, empowerment and continuous improvement are essential to our success. WE value listening as an important tool in learning from others.

LEADERSHIP - WE are *visionary* in our programs and everyday activities. OUR actions are *result-oriented*. WE respect the trust the American public places on us and are effective stewards of the taxpayer's interest.

SERVICE TO THE AMERICAN PUBLIC - WE exist to provide quality service to the American public as the *premier maritime service* in the world. WE are renown as a *maritime humanitarian and safety organization*.

TRADITIONAL ROLES - WE are a professional organization whose personnel are proud of their traditions as *lifesavers, guardians of the sea and military service*. OUR principal roles are focused on maritime safety, marine environmental protection, maritime law enforcement and national security.

ARMED FORCE - WE will remain one of the five armed forces of the United States. WE have *military roles* and are *military in character*.

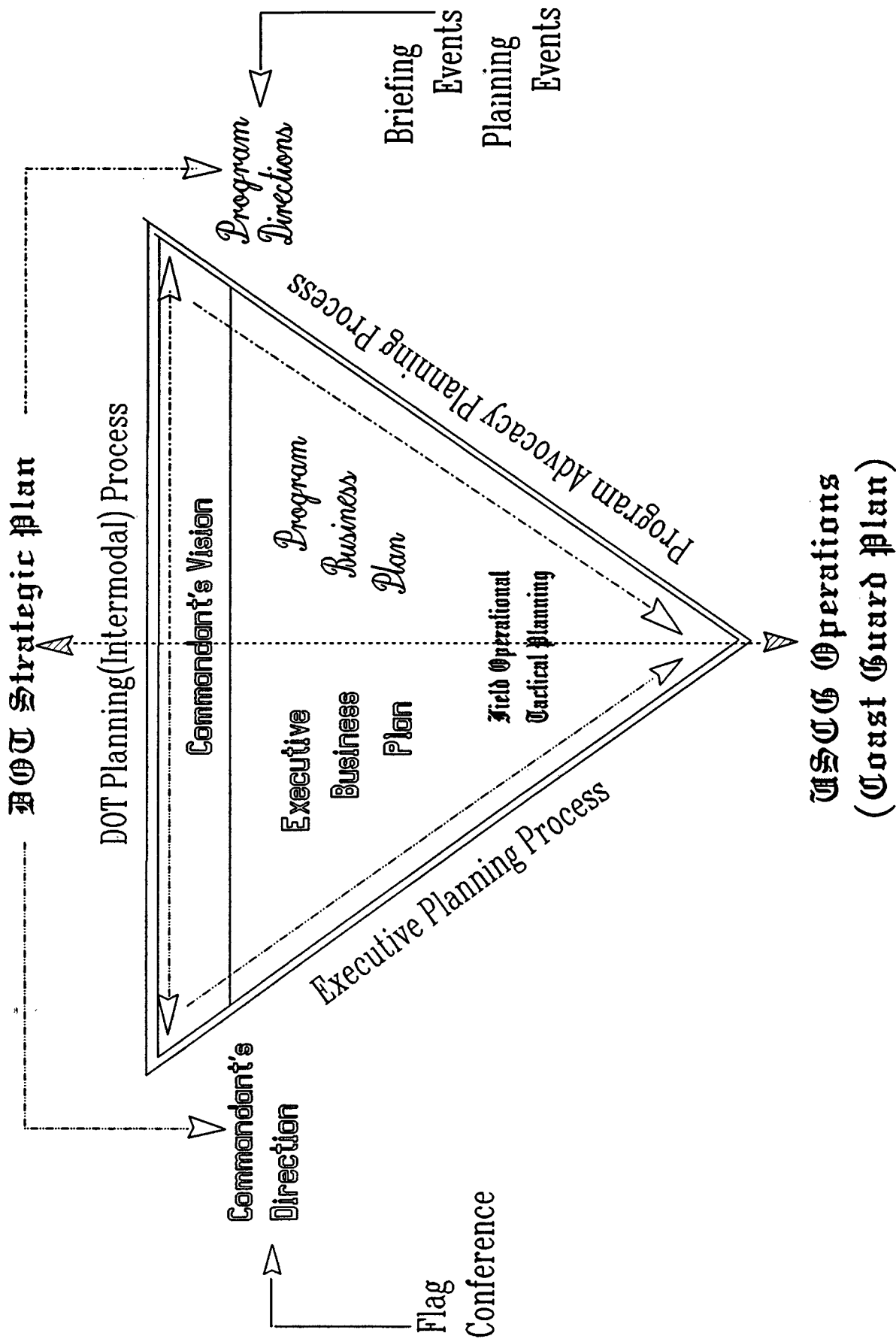
MULTI-MISSION - WE will retain the ability to respond to changing national priorities and crises by procuring, maintaining and crewing assets suitable for conducting *varied operations* in the coastal and marine environment.

MARITIME FOCUS - WE operate on, over and beneath the waters of the United States and the world's oceans. OUR *link to the sea* is the common thread which binds all Coast Guard tasks and people together.

WORK LIFE - WE provide a *safe and balanced work-life environment* for all our employees. WE value the needs of individuals. OUR most important resources are people.

ETHICAL STANDARDS - WE honor and promote *personal integrity, loyalty, and professional behavior*. WE value diversity, teamwork and responsiveness. WE are *responsible and accountable* for what we do.

HOW COMMANDANT'S DIRECTION & EXECUTIVE BUSINESS PLAN FIT IN THE C.G. PLANNING SYSTEM



THE COMMANDANT'S DIRECTION GOALS AND OBJECTIVES

GOAL 1: Provide leadership and a working environment to enable all of our people to reach their full potential.

In addition to the proper cultural environment, we must ensure that Coast Guard employees and their families work and live in the best physical environment possible. We have a highly motivated workforce and I want them to have adequate resources and facilities to accomplish their missions. Throughout my Coast Guard career I've maintained a simple philosophy on leading and managing: "Take care of your people. Train them properly. Provide them with the leadership and the tools they need to succeed."

Over recent years, we have created a strong support base for People First Programs: wellness, health care and other worklife initiatives. Most of these programs have been funded from reinvested base resources. As the Federal government downsizes in the coming years, it is imperative that we continue adequate funding for these People First Programs. The goal is to maintain excellence in service to the public without unfairly increasing the burden on our workforce. This goal is achievable if we can create and sustain a working environment that unlocks the full potential of each employee. I will create a full partnership with all employees including reserve forces, as well as, with volunteers like the Auxiliary. I will continue to invest in our people to ensure a quality, well trained, highly motivated workforce. We will maintain pay and compensation to ensure a quality workforce.

To meet this goal we will:

- Promote quality leadership and management throughout the organization.
- Prepare our people to perform their duties.
- Provide the support structure necessary for our people to succeed.
- Maintain comparable pay and compensation to ensure a quality workforce.

GOAL 2: Place diversity in the Coast Guard at center stage.

I intend to position the Coast Guard over the next four years to become an organization that is recognized as the employer of choice for a diverse workforce. Human resources are the key to our success in providing quality services to the public at the lowest cost to the taxpayer. We need every Coast Guard employee and volunteer to reach his or her maximum potential in job performance. Everyone deserves that opportunity. Diversity is critical. It will give us the broader perspective needed to satisfy the requirements of the diverse public we serve. Diversity will also help us to attract the best and brightest of this country's diverse workforce.

As the change agent for diversity in the Coast Guard, I will place significant importance on diversity management and seek continuous improvements in this critical area. I will change the composition of the Coast Guard workforce to better reflect the U.S. population and change the workforce environment to guarantee equal treatment and opportunity. I will assign individuals, from groups targeted in diversity goals, to challenging jobs so that they can successfully compete for flag officer and SES selection. The most difficult of these is changing the workforce environment. We must develop a working and social environment in the Coast Guard that is free from all forms of repression by recognizing and drawing strength from cultural differences and removing cultural barriers which hinder our progress.

We will continue to reflect diversity goals in our business objectives, but I will make some fundamental changes immediately to increase our effectiveness. I support Affirmative Action and I will create top management, high risk, high visibility opportunities for individuals, from groups targeted in diversity goals. I will provide all the support needed to guarantee their success. My goal is to promote these individuals into top management positions so that they can successfully compete for flag officer and SES selection. Coast Guard management at the highest levels will embrace diversity.

To meet this goal we will:

--Change the composition of the CG workforce to better reflect the U.S. population.

--Change the workforce environment (culture) to guarantee equal treatment and opportunity.

--Assign individuals, from groups targeted in diversity goals, to top management positions so that they can successfully compete for flag officer and SES selection.

GOAL 3: Meet the mandate to streamline with no reduction in essential services.

Streamlining the Federal government is a Presidential mandate. Finding efficiencies in order to downsize a multi-mission service organization like the Coast Guard, while maintaining effectiveness in customer service will be a difficult task, but it can be accomplished. Sound management principles will guide our efforts. For example, I will implement an enhanced new planning, programming, budgeting and evaluation system, that is responsive to the Department and OMB guidelines and that reflects National Performance Review initiatives. We will fund new starts and reinvestments with productivity savings. We will continue to utilize process and program performance measures, to plan and manage resource trade-offs against outcomes and results to improve service delivery. Where information is already available, we have initiated efforts to conduct mission analysis, to establish program standards and to develop measures of effectiveness. We will continue to push in these directions for our benefit and in response to National Performance Review initiatives and the Government Performance and Results Act.

We must manage base resources more efficiently. The philosophy is simple and in line with quality management precepts to do the right things right. In streamlining, it is essential to place the appropriate resources at the right place at the right time. As we streamline over the next several years, we will look for both horizontal (across the board) efficiencies and vertical (program) reductions. We will establish program standards that satisfy our customers requirements and then develop performance based measures of effectiveness to evaluate and prioritize resource allocations. We have already initiated multi-year budget strategies to help us institutionalize the Administration's fiscal goals. These multi-year budget strategies, along with long range planning, the Capital Investment Plan and Long Range Resource Allocation Plan, form the basis for the Coast Guard's business objectives over the next five years. By documenting these initiatives early and beginning the planning now, we have targeted processes that can be reinvented or reengineered to produce efficiencies and savings and avoid future costs. We will ensure that these savings are captured by imposing fiscal discipline required in the acquisition process and the Chief Financial Officers Act. Additionally, quality driven acquisitions, built on mission analysis and strong planning efforts, will allow us to provide higher levels of customer service while obtaining maximum efficiency.

We will reengineer the support system, the field command and control infrastructure and the training system, harvesting the savings to maintain current services to the public. We will examine Headquarters and Headquarters units functions and consider reorganization alternatives to gain efficiencies. In these processes, we will minimize organizational and management layers which add marginal or no value to the services we provide to our customers. We must continue to reduce overhead, administrative and support costs by terminating ineffective and low productivity programs and activities. We will target older, high cost, less productive capital resources for replacement. The adoption of technological advances must be considered as a key tool to aid streamlining efforts. The goal is to streamline wherever possible without a reduction in essential services to the public.

To meet this goal we will:

- Be responsive to OST and OMB guidelines with regards to National Performance Review (NPR) and the Government Performance and Results Act (GPRA) initiatives.
- Manage base resources more efficiently.
- Reduce overhead, administrative and support costs.

GOAL 4: Maintain a strong response capability; always ready as a military service to meet multi-mission requirements.

The Coast Guard will continue to contribute to the national security as we have done since our inception over 200 years ago. Even as we streamline our organization, it is absolutely essential that we preserve multi-mission capabilities of our people and facilities. Multi-mission employees, volunteers and equipment enable us to provide surge capability to meet national security and disaster response requirements. The military component of our workforce provides the greatest flexibility in mobilizing personnel resources to meet extraordinary immediate challenges in any mission, anytime, anywhere. Ongoing examples of requirements for these capabilities include operations in the alien migration interdiction mission on all three coasts, and response to natural disasters such as devastating hurricanes and storms, severe floods and damaging earthquakes.

We will continue to align our capabilities to be consistent with the "new world order" and changing national security goals. We will continue active participation in the Navy/Coast Guard (NAVGARD) Board. I want to establish a firm linkage between our role in the NAVGARD Board and our role in supporting DOT's Strategic Plan. In addition, the Coast Guard Auxiliary offers unique opportunities to bolster Coast Guard forces and leverage the use of our forces.

To meet this goal we will:

--Preserve multi-mission capabilities of our people and facilities.

--Provide surge capability to meet national security and disaster response requirements.

--Align our capabilities to be consistent with the "new world order" and changing national security goals.

GOAL 5: Enhance and extend our reputation as the world's premier maritime service.

Over the next four years, the Coast Guard has the potential to make significant contributions to the national economy. Marine transportation will continue to be the primary method of trade movement in the international marketplace. The Coast Guard will encounter the biggest challenges and perhaps greatest opportunities, in leading the world's premier maritime service to further excellence in the mission areas that support the strategic economic goals of the United States. Marine transportation safety and marine environmental protection stand out as the core missions that support this perspective. The Coast Guard will enhance maritime safety through efforts such as the establishment of a National Vessel Traffic Services (VTS) system and improvements to commercial fishing safety. Our maritime reform initiatives will focus on reducing transportation costs, stimulating economic growth and creating jobs through the promotion of safe, secure and competitive transportation systems. We will promote environmental protection and safety at sea to reduce pollution accidents and associated health care costs. The Coast Guard's solid foundation and reputation will set the stage to provide significant leadership to Coast Guard sponsored environmental summits which will eventually draw upon partnerships worldwide. We will position ourselves as a world leader in marine environmental protection. The Coast Guard will continue the lead in developing international measures, standards and practices to further commercial vessel safety, marine environmental protection and national economic interests.

To meet this goal we will:

--Enhance maritime safety.

--Promote environmental protection, and safety at sea to reduce pollution, accidents and associated health care costs.

--Continue the lead in developing international measures, standards and practices to further commercial vessel safety, marine environmental protection and national economic interests.

GOAL 6: Engage the Coast Guard as an intermodal partner in the implementation of the DOT Strategic Plan, particularly in the areas of infrastructure and safety.

The Coast Guard will support the Department's Strategic Plan especially the goal to tie our country together with an effective intermodal transportation system. We have much to contribute in consonance with the other Department players in this effort. I view intermodalism as the delivery of an efficient, effective, safe and integrated customer oriented transportation system through strong partnerships of all the Department of Transportation's various components. We must build upon relationships with other DOT modes as well as other government agencies and enhance the intermodalism concept within the Coast Guard, with the rest of the Department and for our external customers. We will integrate this concept through our roles in two key areas of the Department's mission: transportation infrastructure and safety. I want to place special emphasis on working together on issues surrounding the intersection of waterways with other types of transportation. We must enhance focused team building with Departmental counterparts on these transportation system interactions, as well as, waterway and port management and infrastructure, and transportation safety. This will include the development of goals, standards and measures so we can plan, as well as assess our efforts.

The Coast Guard is responsible for an important portion of the transportation infrastructure, i.e. the nation's waterways and ports that facilitate the transportation of people and goods. This includes the communication and information systems necessary to support delivery of this segment of the nation's transportation network. We will integrate a nationwide intermodal waterway and port management system. Our leadership, as continually demonstrated in national and worldwide arenas, has positioned us well for this. Our quality movement has enabled us to reach out and better serve customers and work with partners in the private sector, industry, and other government agencies. I want to ensure that we apply a multimodal approach to managing the waterway and port system. I expect the new business plans of every Coast Guard program manager dealing with any aspect of waterway and port management, including environmental concerns, to reflect activities to align and engage our efforts with those of the other DOT administrations.

Maritime transportation safety is a primary mission of the Coast Guard. With all our experience, technology and research in this area, I want to promote more "give and take" between the Coast Guard and the other modal administrations on safety issues through teams, natural work groups and other alliance forums.

I want the Coast Guard to serve as a change agent in providing a safer transportation network with an emphasis on prevention to cover areas such as human error prevention, navigation improvements, hazardous materials transport, new technologies and information systems. Enhanced planning, measurement, communication and research can play key roles here.

I also envision the Coast Guard working with our DOT partners, as we focus our maritime reform strategies on revitalizing aging transportation networks.

To meet this goal we will:

--Enhance Coast Guard participation in DOT team building initiatives relating to waterway and port management and infrastructure, transportation system interactions, and transportation safety.

--Integrate a national intermodal port management and waterway system.

--Serve as a change agent in providing a safer transportation network with an emphasis on prevention.

--Revitalize aging transportation networks.

GOAL 7: Ensure that the Coast Guard epitomizes the best in quality management practices and performance.

I want the Coast Guard to continue as an award winning organization in quality management, taking immediate actions to achieve recognition by striving to win the Presidential Award for Quality. The Coast Guard is a customer driven organization, providing direct services to the public. Quality is understanding who your customers are, what their requirements are, and meeting or exceeding those requirements first time, every time. Fortunately, the Coast Guard has already begun implementing the Total Quality Management (TQM) philosophy that focuses on customer alignment. This will facilitate our efforts to meet the requirements in Executive Order 12862 (Setting Customer Service). Agencies that serve the public are required to define who their customers are and develop and post service standards that reflect the best in the business. We must benchmark standards, survey our customers, provide them with alternative choices, and provide them with means for redress. To meet these requirements we will institutionalize a mission performance measurement system based on results and customer feedback. We will continue to expand on customer focused initiatives involving partnerships with other government agencies and industry.

Quality management is both a philosophy and a set of skills for managing and improving work. Quality management integrates "back to basics" management techniques, existing improvement efforts and technical tools under a structured approach focused on continuous improvement. I intend to use quality management to guarantee the public a measurable return on investment in benefits for every tax dollar invested.

Quality management will provide the basis for examining Coast Guard roles, missions and regulatory issues to enable us to maintain the core attributes and multi-mission capabilities required to do the right things the right way. Our experience with TQM actively positions us to respond to the call to reinvent government.

To meet this goal we will:

--Make the Coast Guard quality program the best in government.

--Focus on our customers at all times.

--Seek continuous improvement in our services, maintaining core attributes.

GOAL 8: Pursue and exploit new technologies to achieve gains in productivity and enhance mission performance.

I strongly support and will promote the use of advanced technology to enable us to meet today's and tomorrow's needs on both a national and international scale. I will redirect research and development (R&D) efforts to further mission productivity. We will use technology to enhance maritime safety, surveillance and environmental systems. For example, I will push the research and development efforts both within the Coast Guard and intermodally, to finalize the technology to take the "search" out of our long-standing "search and rescue" mission. The reduction of major search activities offers the potential to reduce complex search assets and reinvest valuable personnel resources in other operational mission areas. Our organization continues to require the benefits of a strong R&D program. We will be a partner with DOT's R&D efforts to develop new navigation tools and integrated smart transportation information systems evolving from the use of satellite technology and further development of the Emergency Position Indicating Radio Beacon (EPIRB) concept. The Differential Global Positioning System (DGPS), that our R&D program has developed, will continue to contribute not only to our own missions in assisting the marine navigator, but has tremendous potential for many applications across all transportation modes.

I also intend to establish Coast Guard needs for information resource management including the examination of how to change the IRM concept toward the establishment of a cross program manager of information resources. We will ensure that IRM planning efforts support increased interaction with other external partners.

To meet this goal we will:

- Redirect efforts in Research and Development to further mission productivity.
- Use technology to enhance maritime safety, surveillance and environmental systems.
- Be a partner with DOT's R&D efforts to develop integrated smart transportation and navigation information systems.
- Manage Coast Guard information resources.

U.S. Department
of Transportation

**United States
Coast Guard**

2100 Second St., S.W.
Washington, D.C. 20593

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Penalty for Private Use \$300